

VA Office of Information and Technology

Enterprise Architecture Management



Systems Integration and Development Service

**Final
Measurement and Analysis Policy
MA010**

Version 1.0

June 2, 2006

Department of Veterans Affairs

Letter of Promulgation

As the Director of the Systems Integration and Development Services (SIDS) in the Office of Enterprise Architecture Management (OEAM) at the Department of Veterans Affairs (VA) Chief Information Officer (CIO), I do hereby formally promulgate this Measurement and Analysis policy as the official policy of the SIDS. This Measurement and Analysis policy will help standardize SIDS Measurement and Analysis components, clarify and enhance current practices, facilitate the alignment of the organization with the Carnegie-Mellon University Software Engineering Institute Capability Maturity Model Integration (CMU/SEI CMMI), and ensure compliance with OEAM Measurement and Analysis policy and the Enterprise Architecture provisions of the Information Technology Management Reform Act (Clinger-Cohen Act of 1996 (40 U.S.C. 1401(3))) and direct their application across the SIDS.

May 31, 2006
(Effective Date)

(Signature obtained and on file)
Frances G. Parker, Director (Acting)
Systems Integration and Development Service
Office of Enterprise Architecture Management
VA Office of Information and Technology

May 15, 2006
(Date)

Record of Changes

Version #	CCP #	Description	Date Entered	Entered by:
0.9	N/A	Initial development of draft policy	5/11/2006	Mary Wu
1.0	N/A	Incorporate team comments	6/2/2006	Mary Wu

Table of Contents

Letter of Promulgation.....	i
Record of Changes.....	ii
Table of Contents.....	iii
1. INTRODUCTION	1
1.1. PURPOSE.....	1
1.2. SCOPE	1
1.3. EFFECTIVE DATE.....	1
1.4. RESPONSIBILITIES	1
1.5. REFERENCES AND RELATED DOCUMENTS.....	2
1.5.1. References.....	2
1.5.2. Related Documents	2
1.6. TERMS AND ABBREVIATIONS	2
1.6.1. Terms	2
1.6.2. Abbreviations.....	2
2. POLICY	3
2.1. POLICY STATEMENT	3
2.2. MEASUREMENT AND ANALYSIS GOALS	3
2.2.1. Align Measurement and Analysis Activities	3
2.2.2. Provide Measurements Results.....	3
2.2.3. Institutionalize a Managed Measurement and Analysis Process	4

1. INTRODUCTION

1.1. PURPOSE

This document establishes a Measurement and Analysis (MA) policy for the Systems Integration and Development Service (SIDS) in the Office of Enterprise Architecture Management (OEAM), Office of Information and Technology (OI&T), U. S. Department of Veterans Affairs (VA).

1.2. SCOPE

This policy applies to all SIDS organizations, branches, sub-organizations, integration and development projects, and contractors receiving, expending, or disbursing SIDS funds.

1.3. EFFECTIVE DATE

This policy shall apply to all SIDS projects and offices effective 15 calendar days after signature by the Director, SIDS (or designee). All projects a) started after the effective date or b) in Phase 0 (zero) of the System Development Life Cycle (SDLC) at the effective date shall comply with this policy.

Projects assigned to SIDS that are in the middle of any SDLC phase other than Phase 0 (zero) at the effective date of this policy are required to demonstrate due diligence in complying with this policy within 30 days of the effective date, to the degree that it does not jeopardize their ability to satisfy prior project commitments. Additionally, all projects in the maintenance and operations phase shall, at a minimum, assess and report compliance with this policy on an annual basis.

All other projects and efforts under SIDS authority shall, at a minimum, assess their compliance with this policy, report their assessment and their demonstrations of due diligence in complying with this policy prior to the start of their next new SDLC phase.

Projects requesting a waiver from the requirements in this policy shall make the request in writing to the Director, SIDS. The Director, SIDS, shall consider special situations for non-compliance on a case-by-case basis.

1.4. RESPONSIBILITIES

The Director, SIDS, has the basic responsibility for implementing this policy within the SIDS organization. The heads of all SIDS sub-organizations (e.g., branches, staff elements, their subordinate organizations and offices, and all projects) are responsible for implementing this policy and for compliance with the requirements of this policy within their respective organizations and projects. The Director, SIDS, has responsibility for ensuring that compliance with this policy is assessed and reported at least annually to the Associate Deputy Assistant Secretary for Enterprise Architecture Management.

SIDS sub-organization managers (e.g., branches, staff elements, their subordinate organizations and offices, and all projects) have the basic responsibility for implementing the policy for their respective offices and projects. If an office or project manager is not a VA employee, then a VA employee shall be assigned to provide oversight to the non-VA IT manager to ensure compliance with this policy.

1.5. REFERENCES AND RELATED DOCUMENTS

1.5.1. References

1. Carnegie Mellon University/Software Engineering Institute, Capability Maturity Model Integration for Systems Engineering, Software Engineering, Integrated Product and Process Development, and Supplier Sourcing (CMMI-SE/SW/IPPD/SS) V1.1, March 2002.

1.5.2. Related Documents

This policy is subordinate to the VA OI&T OEAM policy on Measurement and Analysis. Any discrepancy or conflict between this policy and the OEAM policy will be resolved in favor of the higher authority. Anyone observing or otherwise aware of such a discrepancy or conflict should bring it to the attention of the Director, SIDS, as soon as possible.

This policy is closely related to policies on project monitoring and control, risk management plan, requirements management, configuration management, quality assurance, supplier agreement management, and project planning.

1.6. TERMS AND ABBREVIATIONS

1.6.1. Terms

The following terms, with definitions from the CMU/SEI CMMI, are included here for reference.

TERM	DEFINITION
Institutionalization	The ingrained way of doing business that an entity follows routinely as part of its corporate culture.
Managed process	A process that is planned and executed in accordance with policy; employs skilled people having adequate resources to produce controlled outputs; involves relevant stakeholders; is monitored, controlled, and reviewed; and is evaluated for adherence to its process description.

1.6.2. Abbreviations

The following abbreviations are used in this document:

CMMI Capability Maturity Model Integration

CMU/SEI	Carnegie-Mellon University/Software Engineering Institute
OEAM	Office of Enterprise Architecture Management
OI&T	Office of Information and Technology
MA	Measurement and Analysis
RFW	Request for Waiver
SIDS	Systems Integration and Development Service
VA	U.S. Department of Veterans Affairs

2. POLICY

2.1. POLICY STATEMENT

The Measurement and Analysis policy of the SIDS is to:

1. Specify objectives of measurement and analysis to align with identified SIDS information needs and objectives;
2. Develop and sustain a measurement and analysis capability to meet SIDS management information needs;
3. Implement the collection, storage, analysis and reporting of the data;
4. Providing objective results to help SIDS making informed decisions and take corrective actions.

This is the minimum SIDS MA policy. SIDS sub-organizations desiring to develop MA policies less restrictive than this SIDS MA policy must submit a written Request for Waiver (RFW) and have it approved by the Director, SIDS, or higher authority. An RFW is not required for more restrictive policies.

2.2. MEASUREMENT AND ANALYSIS GOALS

The Measurement and Analysis goals of the SIDS are to:

1. Align measurement and analysis activities with identified needs and objectives;
2. Provide Measurement Results; and
3. Institutionalize MA as a Managed Process.

2.2.1. Align Measurement and Analysis Activities

To align the MA activities with identified information needs and objectives, the SIDS and its sub-organizations must:

1. Establish and maintain measurement objectives;
2. Specify precise, and quantifiable measures;
3. Specify procedures for data collection and storage; and
4. Specify procedures for data analysis and reporting purpose.

2.2.2. Provide Measurements Results

To provide measurement results to address SIDS information needs, the SIDS and its sub-organizations must:

1. Collect specified measurement data;
2. Analyze measurement data and interpret results;
3. Store measurement data, specifications, and results; and
4. Report and communicate results to all relevant stakeholders.

2.2.3. Institutionalize a Managed Measurement and Analysis Process

To institutionalize MA across the SIDS as a managed process, the SIDS and its sub-organizations must:

1. Establish policies for the MA process;
2. Establish and maintain plans for the MA process;
3. Provide adequate resources, including project monitoring and control tools for performing the MA process;
4. Assign responsibility and authority for performing the MA process;
5. Ensure that the people performing or supporting the MA process are trained to perform their MA duties;
6. Place designated work products of the MA process under appropriate levels of configuration management;
7. Identify and involve the relevant stakeholders of the MA process;
8. Monitor and control performance of the MA process as planned and take appropriate corrective actions;
9. Objectively evaluate adherence of the MA process against its process description, standards, and procedures, and address noncompliance; and
10. Conduct reviews of activities, status, and results of the MA process with higher level management and resolve issues.